

1 BILL NO. R-81-07-07

2 RESOLUTION NO. R- 62-81

3
4 A RESOLUTION recommending the creation
5 of an Economic Development Department

6 WHEREAS, the citizens of Fort Wayne are concerned with the
7 economic development of their community;

8 WHEREAS, the City of Fort Wayne is affected by a high rate
9 of unemployment and thus the importance of economic development
10 is highlighted;

11 WHEREAS, the City has the duty and the desire, through its
12 Administration and Common Council to encourage and effectuate,
13 whenever possible, the economic development of this community
14 for the benefit of all of its citizens;

15 WHEREAS, at present the economic development efforts of the
16 City are divided between the Department of Urban Grants, the
17 economic development section of Community Development and
18 Planning and a section of CETA;

19 WHEREAS, each of these departments or sections thereof,
20 with respect to economic development, faces drastically reduced
21 federal grants;

22 WHEREAS, to better marshall the funds and personnel avail-
23 able and to maximize the efficiency and quality of economic
24 development, it would be best to combine those City departments
25 or sections thereof dealing with economic development into one
26 department.

27 NOW, THEREFORE, BE IT RESOLVED BY THE COMMON COUNCIL OF
28 THE CITY OF FORT WAYNE, INDIANA:

29 Section 1. That the Common Council of the City of Fort
30 Wayne does hereby recommend and agree with the Administration
31 that the Department of Urban Grants, the economic development
32 section of Community Development and Planning and the economic

1 development segment of CETA be combined into one City department
2 to be known as the Economic Development Department.

3 Section 2. That the Common Council of the City of Fort
4 Wayne agrees with the intended action of the Mayor to create
5 such a department and the Council approves such creation.

6 Section 3. That the Common Council by its Resolution
7 herein made does hereby reaffirm its desire to facilitate
8 economic development for the citizens of Fort Wayne, Indiana.

9
10 Vivian G. Schmidt
11 COUNCILMAN

12 APPROVED AS TO FORM AND
13 LEGALITY this 13th day of July, 1981.

14 Bruce O. Boxberger
15 BRUCE O. BOXBERGER, CITY ATTORNEY
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Read the first time in full and on motion by J. Schmidt, seconded by John Burns, and duly adopted, read the second time by title and referred to the Committee Finance (and the City Plan Commission for recommendation) and Public Hearing to be held after due legal notice, at the Council Chambers, City-County Building, Fort Wayne, Indiana, on 7-14-81, the 19, at 6 o'clock M., E.S.T.

DATE: 7-14-81

Charles W. Westerman
CHARLES W. WESTERMAN
CITY CLERK

Read the third time in full and on motion by J. Schmidt, seconded by John Burns, and duly adopted, placed on its passage. PASSED (Lost) by the following vote:

	<u>AYES</u>	<u>NAYS</u>	<u>ABSTAINED</u>	<u>ABSENT</u>	<u>TO-WIT:</u>
<u>TOTAL VOTES</u>	<u>8</u>	<u>0</u>	<u>1</u>		
<u>BURNS</u>			<u>X</u>		
<u>EISBART</u>	<u>X</u>				
<u>GIAQUINTA</u>	<u>X</u>				
<u>NUCKOLS</u>	<u>X</u>				
<u>SCHMIDT, D.</u>	<u>X</u>				
<u>SCHMIDT, V.</u>	<u>X</u>				
<u>SCHOMBURG</u>	<u>X</u>				
<u>STIER</u>	<u>X</u>				
<u>TALARICO</u>	<u>X</u>				

DATE: 8-25-81

Charles W. Westerman
CHARLES W. WESTERMAN - CITY CLERK

Passed and adopted by the Common Council of the City of Fort Wayne, Indiana, as (ZONING MAP) (~~GENERAL~~) (~~ANNEXATION~~) (~~SPECIAL~~) (APPROPRIATION) ORDINANCE (RESOLUTION) No. R-62-81 on the 25th day of August, 19 81.

ATTEST:
Charles W. Westerman
CHARLES W. WESTERMAN - CITY CLERK

(SEAL)
John Nuckols
PRESIDING OFFICER

Presented by me to the Mayor of the City of Fort Wayne, Indiana, on the 26th day of August, 19 81, at the hour of 10:30 o'clock A. M., E.S.T.

Charles W. Westerman
CHARLES W. WESTERMAN - CITY CLERK

Approved and signed by me this 27th day of August 19 81, at the hour of 4 o'clock P. M., E.S.T.

Winfield C. Moses, Jr.
WINFIELD C. MOSES, JR.
MAYOR

BILL NO. _____

R-81-07-07

REPORT OF THE COMMITTEE ON FINANCE

WE, YOUR COMMITTEE ON Finance TO WHOM WAS REFERRED AN
ORDINANCE A RESOLUTION recommending the creation of an Economic
Development Department

HAVE HAD SAID ORDINANCE UNDER CONSIDERATION AND BEG LEAVE TO REPORT
BACK TO THE COMMON COUNCIL THAT SAID ORDINANCE Do PASS.

VIVIAN G. SCHMIDT, CHAIRMAN

JAMES S. STIER, VICE CHAIRMAN

MARK E. GIAQUINTA

PAUL M. BURNS

ROY J. SCHOMBURG

CONCURRED IN

DATE _____ CHARLES W. WESTERMAN, CITY CLERK



The City of Fort Wayne

July 17, 1981

Vivan Schmidt, Councilwoman
Finance Committee Chairperson
Common Council
Fort Wayne, Indiana

Dear Councilwoman Schmidt:

Per your request as chairperson of the Finance Committee, please find enclosed the support material which you requested pertaining to the establishment by the administration of a Department of Economic Development.

If in the interim you should have any questions regarding any of this material, please do not hesitate to call me.

Sincerely,

Karl Bandemer

DEPARTMENT OF
ECONOMIC DEVELOPMENT

A PROPOSAL

July, 1981

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Background

The Mayor of Fort Wayne is proposing the establishment of a Department of Economic Development to operate within the present structure of local government. This Department is a major initiative by the City to consolidate and more efficiently coordinate the many and various actors presently involved in economic development activities throughout the city.

Presently, there are over eighteen (18) offices or agencies within city government that, in one form or another, have as one of their functions an aspect of economic development. These agencies range from the Mayor's Office to the Department of Transportation to the Department of Parks and Recreation, with functions ranging from the provision of basic services to the provision of amenities that add to the quality of life. Outside of city government, there are an additional twenty (20) groups with varying purposes that play an active role in economic development.

The Department will be comprised initially of existing staff from the Department of Community Development and Planning, the Urban Grants Office, and CETA. One of the major premises behind the creation of the Department of Economic Development has been that with one strong economic development focal point within local government, the City will be in a better position to coordinate and work with the private sector toward the realization of many common goals; i.e. the attraction of new industry, the provision of jobs, training the labor force, increasing the tax base, etc.

Purpose of the Department of Economic Development

The Department of Economic Development will initially concentrate its efforts into three (3) areas:

1. Industrial and commercial development.
2. Federal and state assistance.
3. Marketing.

The Development staff will be responsible for activities under the functions of business planning, financing, and development services. The staff will have as a primary duty the continued development of the City's Overall Economic Development Program (OEDP) and the City's Downtown Action Program. With this duty additionally comes the maintenance of an economic data base and an inventory of vacant land and buildings which will be available to area and outside developers, entrepreneurs, public agencies, etc. for development needs.

Business financing will be another major functional activity with the staff providing support to the City's two neighborhood local development corporations, City-Wide Development Corporation and the Fort Wayne Economic Development Commission. The staff will be available to assist small businesses in the expansion plans, financing needs, business plans, etc.

The staff will also offer various development services to local development agencies, developers, business persons, and individuals. These services will include but will not be limited to:

1. Coordination with various city departments.
2. Business information and referral service
 - a) Financial incentives
 - b) Tax information
 - c) Permits and licenses
 - d) Site locations
 - e) Zoning
 - f) Building codes
 - g) Ordinances
 - h) Property ownership
 - i) Jobs and job training
3. CETA coordination and labor supply issues.
4. Provision of basic services.
5. Development incentives.
6. Project packaging.
7. Assistance in obtaining conventional financing.

The Federal and State Assistance Division Staff will be concerned primarily with securing all such applicable and available assistance in the packaging of development projects.

The Marketing Division will play a key role in the department's stated goals of attracting industry, providing jobs, training the labor force, etc. It will be the responsibility of the marketing staff to professionally sell the Fort Wayne area to potential businesses utilizing the various development incentives, financing tools and job training programs presently, or soon to be, available. The marketing staff will also serve as a major contact with existing business to promote the area's job programs and development tools.

It is anticipated that the work of the Department of Economic Development, along with the support and cooperation of the private sector, will bring about a more effective economic development program for the entire Fort Wayne area.

DEPARTMENT OF ECONOMIC DEVELOPMENT

WORK PROGRAM 1981-82

GOALS

- To Develop An Industrial/Commercial Retention and Expansion Program
- To Maintain An Overall Economic Development Program for Fort Wayne
- To Establish A One Stop Business Information Service
- To Implement The Downtown Action Program
- To Assist In the Attraction of New Industry
- To Facilitate Job Development
- To Market the Fort Wayne Area in a Professional Manner
- To Encourage Cooperation Between Government and the Private Sector
- To Ensure that the City Receives at a Minimum its Fair Share of Federal and State Grants and Other Assistance

OVERALL ECONOMIC DEVELOPMENT PROGRAM

DESCRIPTION AND OBJECTIVE: The Dept. of Development will provide guidance as well as technical support to the Mayor's Economic Development Task Force with the Director of the Office serving as chairperson. In conjunction with this function, the Development staff will prepare the City's Overall Economic Development Program (OEDP) which will provide much of the necessary data and analysis for policy level decision making by the Task Force. This document will also serve to keep the City of Fort Wayne eligible for certain federal and state grant-loan assistance.

The OEDP will analyze the condition of the local economy; discuss the area's problems and potentials in terms of economic development; present the resulting development goals and objectives; and outline those projects that the City should undertake to meet its development needs. The OEDP will be updated on an annual basis to reflect the changing conditions of the local area economy. It is not meant to be a comprehensive planning document, but instead a guide to policy and decision making.

VACANT LAND AND BUILDING INVENTORY

DESCRIPTION AND OBJECTIVE: In order to better and more efficiently accomodate those developers and entrepreneurs that are interested in acquiring an interest in a vacant industrial/commercial building and/or land; the Dept. of Development will maintain all information relevant to such an inventory. This inventory will include information concerning: 1) square footage, 2) location, 3) construction materials, 4) assessed and market values, 5) site improvements, 6) ownership, etc.

This information will complement CD & P's Industrial Site inventory. The information will be maintained initially in a loose-leaf notebook; however, will be prepared so as to be compatible with the City's Information System. Emphasis will be placed upon maintaining an accurate account of the downtown so that anyone interested in a development project will have immediate access to the appropriate information. Additional emphasis will be placed upon monitoring the availability of industrial land and buildings in the City's corporate limits especially outside of planned industrial parks as this information is not presently readily available.

BUSINESS VISITATION PROGRAM

DESCRIPTION AND OBJECTIVE: The Economic Development Department will initiate and maintain a Business Visitation Program as a tool in the City's efforts to assist in the retention and expansion of existing businesses. The basic objectives of the Program are as follows:

- to establish a process and eventual information system designed to alert local officials to problems in the local and national economy (an "early warning" system) by identifying the types of businesses that are likely to relocate or go out of business;
- to identify growing and declining areas of the City;
- to disseminate information to businesses concerning the City's development financing tools as well as future plans of the City;
- to establish a formal referral service for answers to business concerns, and
- to assist in the evaluation of the relative success of government programs in certain areas by type of business.

A Visitation Team will conduct individual interviews based upon a "suggested interview format". The Team will be set up by the City and will be composed of Development staff and any private sector officials as appropriate. Key elements in the Program will be the visitation, communication, and follow-up.

JOB PROGRAMS

DESCRIPTION AND OBJECTIVE: In addition to efforts to facilitate industrial and commercial location and expansion, it is also very important to activate programs dealing with jobs themselves. A primary activity in this effort will be the coordination of development and CETA functions. CETA programs will be more fully explored by the Development staff and appropriately marketed. It will be the goal of the staff to facilitate cooperative linkages between the State and Local Board of Vocational Education, private sector groups, the CETA Consortium and the Mayor's Office. The staff additionally will assist CETA in the development of job opportunities by negotiating with business and industry top executives and by working with governmental officials to bring about changes in local policy to encourage job development.

Additionally, efforts will be made to initiate a "Resident Job Program" whereby companies that receive public incentives will hire Fort Wayne's unemployed persons.

The staff will also explore the possibilities of establishing a "Mini-Arb Program" or "Labor Management Council" to assist in dealing with labor disputes, shutdowns, etc. This activity may be pursued in conjunction with the Horizons Council's Mini-Arb project.

As an additional incentive to attract industry to the Fort Wayne area, the Staff will initiate a "Private Sector Services Donation Program" i.e.: free insurance to a new company's employees, reduced utility payments, and other services at a reduced cost for a given period of time.

LOCAL ORDINANCE AND REGULATION REVIEW AND THE
PROVISION OF BASIC SERVICES

DESCRIPTION AND OBJECTIVE: The City will make every effort to eliminate any unnecessary delays, red tape procedures, or unnecessary development costs that a developer or businessperson may encounter when undertaking expansion plans. As a first step in this effort, the Development staff will collect all local (city and county) ordinances, codes and regulations that may have an impact upon the development process. Once these have been collected, the staff will analyze them to determine if any are outmoded, duplicative, etc. A determination will then be made as to the need for revisions.

Private developers, realtors, and industrialists have indicated that there is a good supply of industrially zoned land but that there is a severe undersupply of developed land with adequate sewer, water, electricity, etc. The staff will have as a prime responsibility to work with appropriate city departments and agencies in the provision of these services.

ONE-STOP BUSINESS INFORMATION SERVICE

DESCRIPTION AND OBJECTIVE: Economic development programs cannot reach the many local firms, development groups and individuals if they are not highly visible. High visibility requires the commitment of city leaders and also a centralized point of contact or a clearinghouse of information of city programs - a one-stop business information service. (Ombudsman - type activities will continue to be performed by the City's Citizens Advocate Office.) The Business Information Service will, when fully operational, provide either direct information or referral service on the following:

1. Financial incentives
2. Tax information
3. Permits and licenses
4. Site locations
5. Zoning
6. Building codes
7. Ordinances
8. Property ownership
9. Job programs

CENTRAL CITY INDUSTRIAL PARK STUDY

DESCRIPTION AND OBJECTIVE: Recently there has been an increased demand for site-ready, cheap, publicly owned industrial land in the central city similar to an area known as the Wallace Street Industrial Park. The Economic Development staff will work with all appropriate public and private agencies to determine the feasibility of developing another Central City Industrial Park in an area adjacent or close to the present Wallace Street Park.

Much of the preliminary research and inventory work has been completed; however, detailed studies must be prepared for such items as: 1) costs, 2) layout, 3) financing, and 4) marketing. The staff will work closely with the Board of Works, the Redevelopment Commission, CD & P, and the Horizons Council on this project; however, the staff will take a lead role.

FOREIGN TRADE AND URBAN ENTERPRISE ZONE APPLICATIONS

DESCRIPTION AND OBJECTIVE: In order to attract many industries and commercial enterprises to the Fort Wayne area, it may become necessary to offer certain personal property, real estate and inventory tax incentives to such companies. The Foreign Trade Zone (FTZ) is an example of such an incentive which could play an important role in the Fort Wayne area because of the large number of importing/exporting firms that could take advantage of the tax and tariff incentives offered by such a zone. The Development staff will continue working with the Horizons Council on the Application for a foreign trade zone designation at the Municipal Airport. This activity will include completion of work to obtain a U. S. Customs Office in Fort Wayne.

In addition to the FTZ, Urban Enterprise Zones may become an important development tool in the area. And as such, the Development staff will assist in preparing the necessary work to become designated for enterprise zones.

LOCAL DEVELOPMENT CORPORATIONS (LDC)

DESCRIPTION AND OBJECTIVE: The City of Fort Wayne has two (2) operating neighborhood Local Development Corporations (LDC): 1) Near West Local Development Corporation and 2) South East Local Development Corporation. The corporations assist small businesses in obtaining long-term fixed-asset financing from banks and the Small Business Administration (SBA). The Development staff have been trained to provide all the necessary staff support to these corporations.

The Near West LDC additionally has set up a revolving loan fund for facade rehabilitation along the Broadway neighborhood commercial strip. The staff will provide all the necessary support in the operation of this fund.

In the upcoming year the South East LDC may play a role in the revitalization of Pontiac Street and under such a circumstance, the Development staff will provide necessary support. Additionally, if the City undertakes a revitalization program for the Wells Street commercial strip, the Development staff will play an advisory role as well as take the lead in any business financing efforts.

COMMUNITY DEVELOPMENT CORP. OF FORT WAYNE (CDC)

DESCRIPTION AND OBJECTIVE: The City of Fort Wayne has assisted in the formation of a City-Wide Development Corporation known as the Community Development Corp. of Fort Wayne. This Corporation, when certified by S.B.A., will provide a mechanism to assist small businesses throughout the City in obtaining long-term, lower than prime interest rate financing for fixed assets. The Development staff will provide the necessary support to this corporation and will provide such assistance as: 1) cash flow and credit analysis; 2) loan packaging; 3) marketing; 4) loan servicing; 5) loan closing and dispersing and 6) follow-up services.

It is expected that the CDC will be certified for what is known as SBA 503 funds sometime during the month of August, 1981. Once this has occurred, the staff will begin an active marketing program in order to find several good industrial deals.

The staff will keep copies of all written records of the CDC and will attend all meetings of the Board and general membership.

DOWNTOWN ACTION PROGRAM

DESCRIPTION AND OBJECTIVE: The Economic Development Department will play a primary role in the preparation and subsequent update of a short-range Downtown Action Program. The Action Program will identify priority projects and programs to be undertaken by both the public and private sectors. The Development Department will insure that such projects are undertaken in a timely and coordinated fashion utilizing available development tools and services.

The staff will meet with individuals and businesses that are desirous of locating in the downtown and will attempt to provide them with the information and services to meet their needs. The staff will be responsible for all federal and state grants in the downtown.

Additionally, the staff will maintain the CBD land use survey and inventory by updating it on an annual basis. This information will be kept initially in a loose-leaf binder; however, it will be made compatible with the City's information system.

ECONOMIC DEVELOPMENT COMMISSION (EDC)

DESCRIPTION AND OBJECTIVE: The Fort Wayne Economic Development Commission was established in 1972 for the purpose of issuing tax-exempt industrial revenue bonds (I.R.B.) to eligible businesses throughout all of Allen County. The Development staff will coordinate the activities of the Commission by meeting with potential applicants in order to screen those that are ineligible and then by assisting eligible applicants with the application process itself. Along with this function, the staff will inform applicants of other programs that are compatible with EDC financing or applicable as alternatives to the EDC financing method. The Development Staff will attend all EDC meetings to stay informed of the status of applications. The staff will also keep complete files on each applicant with copies of all relevant documents prepared until the time of bond closing.

The Development staff will also seek the proper ways to utilize the EDC in innovative development projects i.e., spec building development.

The EDC itself will play a greater role in the City's effort to attract industry to Fort Wayne and the staff will provide the necessary support to accomplish such a purpose. This role will include marketing, meeting with potential new businesses, etc.

MINORITY BUSINESS ASSISTANCE

DESCRIPTION AND OBJECTIVE: Many existing as well as potential minority entrepreneurs in Fort Wayne are in need of special assistance to ensure the success of their operations. Such assistance includes not only loan packaging but also referral services, business planning assistance, bookkeeping, accounting and marketing advice, etc. This assistance is especially critical now that the Fort Wayne Office of Minority Business Enterprises (OMBE) has closed its local office. The Development staff will work with minority-owned businesses in the above-mentioned activities as well as in dealing with appropriate federal procurement programs.

Venture Capital is also an area that plays a critical role in the start-up and continued success of newly-formed minority owned and operated businesses. The staff will spend a significant amount of time assisting minority businesses obtaining such start-up capital.

The Development Staff will have a key role in the implementation of the Pontiac Street Revitalization Program. The staff will also continue to provide the necessary support to the South East LDC.

SPECULATION INDUSTRIAL BUILDING

DESCRIPTION AND OBJECTIVE: Both the public and private sectors have shown a firm interest in the development of "spec" industrial buildings. Much work needs to be completed before such an activity is undertaken. This work, to be completed by the Development staff, will involve working with the private sector to select a site, finalize the financing, and market the building. The staff will play a lead role in utilizing the EDC for financing or in packaging conventional private financing.

The buildings will become key marketing tools in the City's efforts to attract new industry to the Fort Wayne area as there is very little useable space presently available.

It is hoped that this effort will be undertaken in a cooperative manner with the private sector, i.e. local developers, realtors, contractors, financiers, and the Horizons Council to ensure the expediency and success of the spec building.

ECONOMIC DEVELOPMENT TOOLS

DESCRIPTION AND OBJECTIVE: As an ongoing activity, the Department of Economic Development will initiate, undertake, coordinate and complete the necessary research concerning various economic development tools. These tools include but are not limited to the following: 1) tax abatement, 2) tax increment financing, 3) downtown improvement districts, 4) friendly condemnation, 5) tax-exempt financing, 6) Section 108, and 7) various grant programs, etc.

This activity will involve not only primary and secondary research but also a study into the applicability of the various tools to specific cases within Fort Wayne. Studies will also be made into experiences of other similar cities in the use of the development tools.

PACKAGING OF DEVELOPMENT PROJECTS

DESCRIPTION AND OBJECTIVE: From time to time the staff will be responsible for putting together various development projects. This involvement may come at different stages in the development process i.e. the beginning or planning stage, the final or construction phase. Whatever the case may be, the staff will play a lead role in putting together as best as possible the needed parts of a deal such as a site, the financing, the incentives, etc.

Examples of this activity could include:

1. Phase II downtown parking garage
2. Ayres building reuse
3. Industrial development
4. Scout plant reuse
5. Other downtown office structures

A great deal of effort will be made to assist business and developers in obtaining not only public subsidy financing, but also in tapping into conventional sources of capital. As appropriate, expertise in financing may be sought on a consulting basis to assist the staff in putting complex deals together. This assistance may come from an investment banker, conventional lender, etc. and will be utilized primarily to seek out and firm up private conventional financing sources from local, as well as, outside sources.

GRANT ASSISTANCE AND COORDINATION

DESCRIPTION AND OBJECTIVE: One important component of the economic development picture is the maintenance of up-to-date legislative information regarding economic assistance, grant and tax laws. This information will be compiled from all relevant sources including local, state, and federal proposals and laws. This data will be used to advise local businesses, and businesses interested in the Fort Wayne community, of bonding issues, grant availability, tax abatement, and other relevant legislative issues. This information will also be incorporated in marketing brochures and other media presentations.

This division will also perform outreach tasks to assist non-profit organizations and agencies in the community by assisting these groups in the development of grant proposals and other application materials. This division will also maintain a file of private foundations for use by local non-profit human service agencies.

A major activity of this division will also be the coordination of the various actors involved in preparing a federal and/or state grant. These actors may include city departmental staff, the Mayor, City Council, state agencies, federal agencies, and members of Congress. The staff will take an aggressive role in pursuing grants and in assuring that all city grants are properly prepared and processed.

FEDERAL PROGRAMS

DESCRIPTION AND OBJECTIVE: The Office of Development staff have been and will continue to be directly involved in several projects that have federal and/or state financial assistance in their total development package. This includes the EDA Title I Public Works Grant for Phase II of the downtown parking garage, the Radisson Hotel U.D.A.G., and the Housing Rehabilitation U.D.A.G.

The staff will also be involved in the packaging as well as daily administration and implementation of a U.D. A.G. that will hopefully make available an industrial loan pool. The funds from this fund would then go to assist local businesses in obtaining long-term, lower interest, fixed asset financing.

The staff will be involved in the preparation and packaging of other state and federal programs as appropriate. Additionally, a more aggressive effort will be made to market the use of U.D.A.G. funds as subordinated mortgage financing.

STATE ECONOMIC DEVELOPMENT PROGRAMS

DESCRIPTION AND OBJECTIVE: During the 1981 session of the Indiana General Assembly, several economic development initiatives were passed. These programs or initiatives have been administered by the Indiana Department of Commerce and include as examples, the following:

1. Industrial Training Program
2. Industrial Sewer Set-Aside Fund
3. Economic Development Fund
4. Corporation for Innovation Development
5. New Manufacturing Equipment Tax Abatement
6. Economic Development Loan Guarantee Authority
7. Commission on Enterprise Zones
8. Municipal Industrial Development Fund

The staff will research these programs to determine their specific characteristics and applicability to Fort Wayne economic development projects. Additionally, the staff will take an aggressive role in pursuing these programs.

MARKETING STRATEGY .

DESCRIPTION AND OBJECTIVE: In order to effectively promote the City of Fort Wayne for economic development purposes, it is essential to develop a marketing strategy. Without a detailed and well planned strategy, economic development activities would proceed in a disorganized fashion. This strategy will be used as a work plan, guide, and model. Both private and public sector activities should be incorporated in such a plan in order that all components of development be given full consideration. The strategy will be devised as a method of targeting both long and short term goals and objectives. These goals and objectives must be developed within a relatively short time frame (6 weeks to 2 months).

The strategy and goals are the foundation of the marketing effort in "selling" the Fort Wayne story both internally--to local businesses interested in EDC bonds and expansion, and externally--in marketing Fort Wayne to likely industries interested in locating in Fort Wayne. It is likely that this aspect of developing a marketing strategy will require contracting out with a professional marketing firm. As this document will be an essential aspect of the program, it is important to get the best advice from professionals accustomed to packaging, direct mail, and the most current marketing and media techniques.

IMPLEMENTATION OF MARKETING STRATEGY

DEFINITION AND OBJECTIVE: Once the marketing strategy has been developed, the Department of Economic Development will begin working to accomplish the goals and objectives of the strategy. The implementation of the marketing strategy will incorporate all facets of the Department in order to seek out and encourage new sources of employment and industry in the community. This aspect, based on the marketing strategy objectives, will entail cooperation between public and private sectors in an effort to actively encourage new economic development. The Department will also develop and implement a creative strategy by using materials to publicize the Fort Wayne area. This will incorporate advertising in all media, including: magazines, electronic media, direct mail, and personal contact. The Department of Economic Development will call upon the resources of all city departments, as well as members of the business community, for new business and business expansion. It is important to devote adequate financial resources to this component of the department as this is the "action element" of the economic outreach and development process. As the data base for the city and state changes, the marketing implementation plan may change slightly to adjust to changing economic (sales) conditions. It is likely that marketing brochures, pamphlets, media presentations will also be changed according to the changing downtown economic picture.

PUBLIC-PRIVATE SECTOR LIAISON

DEFINITION AND OBJECTIVE: It is essential that the Department of Economic Development make every effort to establish and maintain contact with the existing business councils such as the Chamber of Commerce and Ft. Wayne Horizons Council. The Marketing Division will cooperate in the business visitation program and will maintain an up-to-date file of local, state, and federal initiatives in the area of economic development (bonding, loan program, tax information and business incentives). As part of the information gathering process, the Marketing Division will undertake a Business Attitudes survey regarding attitudes within the business community in Fort Wayne. Also the Division will publish a business newsletter detailing news of importance to large and small businesses. A newsletter will be an important communications tool, certainly not a one-way effort but a forum for the exchange of business ideas. The Department of Economic Development will participate in the production of such a newsletter as a means of communicating economic information and publicizing new and developing industry locating in, or expanding in, the Fort Wayne area. This newsletter will be distributed locally and will be used as part of the marketing package for businesses outside the Fort Wayne metropolitan area.

The Division will also assist in the exploration of the formation of a Greater Fort Wayne Progress Committee--a business, government, and industry council designed to plan and discuss options for Fort Wayne's future.

JOB DESCRIPTIONS
AND
ORGANIZATIONAL CHART

DIRECTOR OF DEVELOPMENT

Definition

Works under the direction of the Mayor to advise the Mayor on economic development matters; responsible for the overall development and implementation of the City's development program including but not limited to the City's various financing programs, the Community Development Corporation, Local Development Corporation, the City's economic development marketing program and the various local, state and federal financial assistance programs; responsible for representing the City in matters and issues related to economic development, and supervise the work of a staff which will assist in the various activities of the department.

Examples of Duties

Directs and administers overall functional activities of the City's development program within the department including marketing, development and economic and grant assistance; coordinates the economic development responsibilities of the various City departments; works closely with the Chamber of Commerce, Horizons Council & CETA as well as other public and private economic development efforts to develop and implement a comprehensive economic development program for the City of Fort Wayne; direct the Mayor's Task Forces in Economic Development and the Downtown; supervises preparation and implementation of an economic development plan and strategy for the City including the compilation and analysis of data which pertains to economic development; responsible for obtaining private financing in certain projects.

Employment Standards

Education and Experience: Any combination of college achievement and/or professional experience equivalent to a Master's degree in business, economics, finance, urban planning or a related field and five (5) years increasingly responsible experience in urban economic development, comprehensive planning, business and/or finance.

Knowledge and Abilities: Must have an understanding for the financial dynamics of urban development and redevelopment; must be able to relate to state and federal officials as well as other City departments, development interests, and entrepreneurs; must be able to relate to and work with local financial institutions, businesses and public officials; must have a strong writing ability and be able to speak before public groups.

LICENSE NEEDED: Valid Driver's License if City vehicle used

IMMEDIATE SUPERVISOR: Mayor

HOURS: 8:00 a.m. - 5:00 p.m., evenings and weekend meetings required

SALARY: Labor Grade 17 - Exempt

ASSISTANT DIRECTOR
for DEVELOPMENT

Definition

Under the direction of the Director of the Office of Development; responsible for the implementation of the City's overall development strategy and in providing assistance in the formulation of such strategy; primary involvement in the packaging of industrial and commercial development projects; obtaining private sector financing; strong involvement in the downtown development program; responsible for the overall management of the City's Community Development Corporation, Local Development Corporations, the Economic Development Commission; supervise the work of a staff which will assist in the activities outlined above.

Examples of Duties

Direct the overall activities of the City's two (2) Local Development Corporations, the Community Development Corporation, the Fort Wayne Economic Development Commission and all other appropriate business financing programs; work with the private sectors in the financing of projects; Direct the City's Industrial/Commercial Retention Program; Coordinate with the appropriate development staff in grants assistance and marketing; Meet with development prospects and assist in the packaging of deals especially within the downtown and City industrial areas; Assist businesses in obtaining capital; Work closely with the Horizons Council, CETA and other public and private agencies in economic development efforts; Provide technical assistance to the City's Economic DEvelopment/Downtown Task Force.

Employment Standards

Education and Experience: Any combination of college achievement and/or professional experience equivalent to a Master's degree in urban planning, business, economics or a related field, and three (3) years increasingly responsible experience in urban economic development planning, comprehensive planning, and business or finance.

Knowledge and Experience: Must have an understanding of the financial dynamics of urban development and redevelopment programs; must be able to work with local, state and federal officials in the implementation of specific economic development projects; must have the ability to supervise the work of other professional employees; must be able to relate to work with the local financial institutions, businesses, and public officials; must have a strong writing ability, and the ability to speak before public groups.

LICENSE NEEDED: Valid Driver's Lincense if City vehicle used.

IMMEDIATE SUPERVISOR: Director, Office of Development.

HOURS: 8:00 a.m. - 5:00 p.m.; Evening and weekend meetings required.

SALARY: Labor Grade 15 - Exempt.

NOTE: Must have own transportation available.

REVISED: June, 1981.

ASSISTANT DIRECTOR for MARKETING

Definition

The Assistant Director for Marketing will work in conjunction with the Director and other assistant directors in the office of Development to create and implement a marketing strategy for the city of Fort Wayne. The strategy for marketing will be developed in cooperation with other private sector organizations such as the Horizons Council and the Chamber of Commerce. The Assistant Director will be responsible for the preparation and administration of the Marketing Program for both internal communications among local businesses and to attract business and industry into the Fort Wayne metropolitan area. In addition, the Assistant Director is expected to be involved in tourism and convention activities in the city as a means of promoting the economic development in the region. Developing promotional materials explaining geographic and investment environment for the city in cooperation with other local business groups. Develop promotional campaigns for all media.

Examples of Duties

Maintain marketing documents regarding demographics of Fort Wayne, tax structure, economic development regulations, financial incentives, tax information, permits, licenses, site locations, zoning, building codes, ordinances, property ownership regulations. Work with city officials and development director, Chamber of Commerce representatives, and the Horizons Council in formulating marketing plan. Work with Director and staff in formulating plan by representing Fort Wayne at national industrial and business conferences. Maintain contact with local business community on activities of Office of Development in the form of newsletters, work to develop promotional campaigns for city in the form of written and visual materials in conjunction with City Public Information Officers and local public relations experts.

Employment Standards

Any combination of college achievement and/or professional experience equivalent to a Masters Degree in public administration, public relations, marketing, communications, business or related field and two years professional experience.

Knowledge and Abilities

Must have demonstrated verbal and written ability, ability to represent the city in speaking before conferences, etc. Must have an understanding of local, state and federal government economic development policies as well as the ability to work closely with local, state and federal officials in marketing the city.

LICENSE NEEDED: Valid Driver's License

IMMEDIATE SUPERVISOR: Director, Office of Development

HOURS: 8:00 a.m. - 5 p.m.; Evening and Weekend Meetings Required

SALARY: Labor Grade 16 - Exempt

NOTE: Must have own transportation available

DEVELOPMENT SERVICES

SPECIALIST

Definition

Coordinate basic development services provided by the City; Assist in the development of special incentives for industrial and commercial development; work with other City departments and CETA to make their policies more sensitive to economic development; play an active role in the maintenance and expansion of the labor supply.

Examples of Duties

Research the applicability of various development incentives to the Fort Wayne area; evaluate City and State codes, ordinances, and permit procedures for their impact upon local economic development and assist businesses with the procedures; assist in the development of an Early Warning System; maintain the operation of a Business Information Service; plan a primary role in the development of new programs for economic development such as Tax Increment Financing, tax abatements, Donation Program, etc; play a lead role in obtaining funds to offset the cost of providing basic services to businesses.

Employment Standards

Education and Experience: Any combination of college achievement and/or professional experience equivalent to a Master's degree in urban planning, business, economics or a related field, and two (2) years increasingly responsible experience in urban planning, economic development, business or finance.

Knowledge and Abilities: Must have an understanding of the dynamics of urban development and redevelopment programs and the provision of urban services; must be able to work with other City departments, development interests, entrepreneurs, local, state and federal officials; must have a strong writing ability; ability to speak before public groups is desirable.

LICENSE NEEDED: Valid Driver's License.

IMMEDIATE SUPERVISOR: Assistant Director for Development.

HOURS: 8:00 a.m. - 5:00 p.m.; Evening and weekend meetings required.

SALARY: Labor Grade 14, Exempt.

NOTE: Must have own transportation available.

REVISED: June, 1981.

FINANCE SPECIALIST

Definition

Responsible for the implementation of Fort Wayne's Neighborhood Business Revitalization and City-Wide Industrial Development Programs; other economic development duties as required.

Example of Duties

Oversees local development corporation loan programs including the city-wide development corporation and an LDC Revolving Loan Fund. Assists small businesses in obtaining financing for development and expansion through local lending institutions, the Small Business Administration, and other appropriate agencies. Works with neighborhood groups, various business associations, bank, and other City officials to market and promote the programs of the local development companies. Performs other duties that further the economic development goals of the City, specifically those relating to business finance. Performs confidential work relating to LDC projects.

Employment Standards

Education and Experience: Any combination of college and/or professional experience equivalent to a Master's degree in finance, accounting, urban economics, or a related field and two (2) years experience in urban economic development, business or finance. Experience in small business financing and real estate financing preferred.

Knowledge and Abilities: Working knowledge of financial principles, the dynamics of urban economics and land use principles. Ability to work independently.

LICENSE NEEDED: Valid Driver's License if City vehicle is used.

IMMEDIATE SUPERVISOR: Assistant Director for Development.

HOURS: 8:00 a.m. - 5:00 p.m.; Evening and weekend meetings required.

SALARY: Labor Grade 14; exempt.

NOTE: Must have own transportation available.

DATE: June, 1981.

BUSINESS PLANNING SPECIALIST

Definition

Provide the business and development planning support services for the Office of Development; assist in the preparation of the City's overall development strategy; maintain and disseminate an updated inventory of economic development data; other duties as required.

Example of Duties

Responsible for the preparation and maintenance of the Overall Economic Development Program (OEDP) for the City; maintain and utilize an inventory of vacant industrial/commercial land and buildings; work with CD & P in Neighborhood Commercial Revitalization Programs; responsible for background research for a Central City Industrial Park; assist in the preparation of materials for a Foreign Trade Zone and Urban Enterprise Zones, as appropriate.

Employment Standards

Education and Experience: Any combination of college achievement and/or professional experience equivalent to a Masters Degree in urban planning, economics or a related field and two (2) years experience in economic development planning.

Knowledge and Abilities: Must understand basic principles of economics, demography, development patterns, locational decisions, and the provision of urban services; must be able to establish and maintain effective working relationships with other planners, administrators, public officials, citizen and development interests.

LICENSE NEEDED: Valid Driver's License if City vehicle used.

IMMEDIATE SUPERVISOR: Assistant Director for Development.

HOURS: 8:00 a.m. - 5:00 p.m.; Evening and weekend meetings required.

SALARY: Labor Grade 14; exempt.

NOTE: Must have own transportation available.

REVISED: June, 1981.

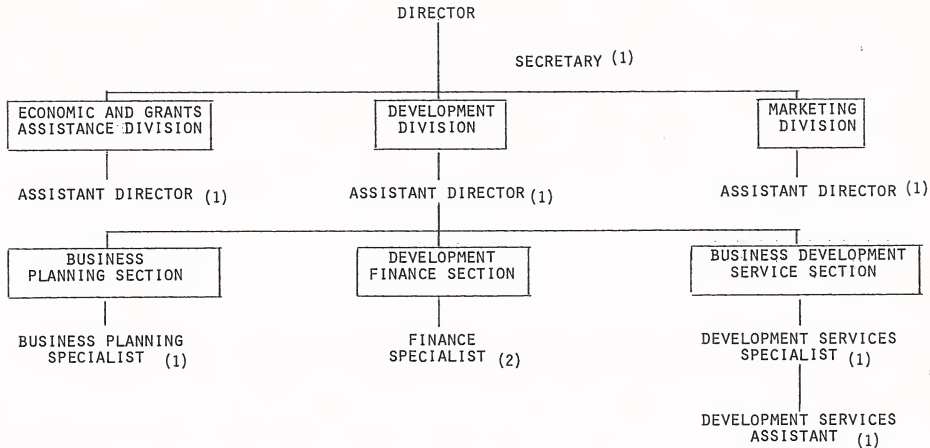
ADDENDUM

Services Personal: The following job positions will be transferred from their existing department to the newly created Economic Development Department. In some instances this transfer involves a change in title and slightly different job description. However, in the whole, all positions are being transferred at the same wage scale and rate.

<u>Present Job Title</u>	<u>Present Department</u>	<u>New Job Title</u> <u>Economic Development Department</u>
Director	Department of Urban Grants	Director
Associate Director	Department of Urban Grants	Assistant Director for Development
Associate Director	Department of Urban Grants	Assistant Director for Economic Grants Assistance
LDC Program Administrator	Community Development and Planning	Finance Specialist
Loan Packager	Community Development and Planning	Finance Specialist
Secretary	Department of Urban Grants	Secretary
Associate Planner for Economic Development	Community Development and Planning	Development Services Assistant

In addition to the above mentioned job positions three new positions, Assistant Director for Marketing, Business Planning Specialist and Development Services Specialist, will be added to the department. These positions will be funded in total with funds provided to the department by a special Governor's discretionary grant program and a 302a Economic Development Administration grant.

DEPARTMENT
OF
ECONOMIC DEVELOPMENT



DEPARTMENT OF ECONOMIC DEVELOPMENT

Budget Summary

July 1981 thru December 1981

Services Personal	\$ 93,900
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Services Contractual	\$ 63,000
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Supplies	\$ 4,000
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Current Charges	\$ 15,590
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Properties	<u>\$ 4,500</u>
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	<u>180,990</u>
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